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Programme planning

Proposed strategic framework for the period 2018-2019

Part one: plan outline

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I. Background

1. The strategic framework for the period 2018-2019 has been prepared pursuant to General Assembly resolutions 58/269, 59/275, 61/235, 62/224, 63/247, 64/229, 65/244, 66/8, 67/236, 68/20, 69/17 and 70/8 and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2016/6).

2. The General Assembly, in its resolution 58/269, requested the Secretary-General to prepare, on a trial basis, for submission to the Assembly at its fifty-ninth session, a biennial strategic framework to replace the four-year medium-term plan, which would comprise two parts in one document: in part one, a plan outline, reflecting the longer-term objectives of the Organization; and in part two, a biennial programme plan to cover two years. The Assembly affirmed that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.[1]

II. Longer-term objectives of the Organization

3. A principal criterion established by Member States for the preparation of the strategic framework is the setting of longer-term objectives consistent with all the relevant legislative mandates in all areas of the activities of the United Nations. While it is not practical to list all the relevant mandates, the mandates collectively form the basis for the preparation of proposals for the period 2018-2019. Consequently, the strategic framework for the period 2018-2019 is a translation of legislative mandates into programmes and subprogrammes. A summary of key legislative mandates is included at the end of each programme in the biennial programme plan.

4. Consistent with past practice, the objectives stated in the biennial programme plan are not limited to a two-year period and consequently contribute to the overall longer-term objectives of the Organization. In accordance with resolution 69/17, the strategic framework for the period 2018-2019 has been prepared taking fully into account the guidelines provided by the General Assembly in its resolution 59/275, 61/235, 62/224, 63/247 and subsequent relevant resolutions, including with regard to the internationally agreed development goals, and the outcomes of the major United Nations conferences and international agreements since 1992. These include the 2005 World Summit Outcome (resolution 60/1), the 2012 United Nations Conference on Sustainable Development (resolutions 66/288 and 67/203) and the 2030 Agenda for Sustainable Development (resolution 70/1). Priorities for the period 2018-2019 are detailed in section III below, and further information on the structure and format of the strategic framework and the incorporation of legislative mandates therein is provided in section IV.

[1] See *Official Records of the General Assembly, Sixty-seventh Session, Supplement No. 6* (A/69/6/Rev.1), for a detailed account on the introduction of the biennial programme plan.

5. As the United Nations enters its eighth decade, it faces important opportunities and unprecedented challenges. On the one hand, globalization continues to link nations and their peoples in unparalleled ways with very positive impacts. On the other hand, it can increase the complexity and accelerate the spread of global threats and challenges. These opportunities and challenges require the focused attention of the United Nations.

Promotion of sustained economic growth and sustainable development

6. In the period 2018-2019, the Organization will need to strengthen its efforts to help Member States to develop policies and programmes that will assist them in delivering on the internationally agreed development goals, and specifically the commitments made in the 2030 Agenda for Sustainable Development, the Paris Agreement under the United Nations Framework Convention on Climate Change, the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Addis Ababa Action Agenda.

7. There continues to be urgency in addressing the needs of the most marginalized and vulnerable populations, who have found their coping capacity seriously undermined by an accumulation of crises. Work already under way to address those challenges, including United Nations assistance to Governments in designing and implementing programmes that enhance food security, promote trade, strengthen social protection, encourage job creation and foster social stability, will continue in the period 2018-2019. The Organization will need to work closely with Member States to ensure that the voices of the poor and the most marginalized and vulnerable populations are not left unheard. Renewed efforts are needed for the eradication of poverty, which is the greatest global challenge facing the world and a core requirement for sustainable development, especially for developing countries. In promoting and supporting international cooperation in the pursuit of sustainable development for all, the United Nations will seek to contribute to a mutually reinforcing relationship among the three pillars of its work: peace and security, development and human rights.

8. More systematic efforts are needed to promote gender equality and the empowerment of women and girls worldwide. Actions to address all forms of violence against women and girls in both conflict and non-conflict situations will also need to be strengthened. Similarly, the Organization will need to work with Member States to further promote women's leadership and participation in decision-making at all levels, including in the areas of peace, security and humanitarian assistance, and enhance their economic empowerment along with ensuring that plans and budgets better reflect gender equality considerations. Much has already been done within the United Nations itself to promote gender equality and the empowerment of women, but additional efforts are needed.

9. The threat that climate change poses to the world cannot be underestimated: it is the defining challenge of our generation. Scientists predict that rising temperatures will lead to sea level rise, land loss in low-lying areas, changing disease patterns, changing agricultural growing patterns and wide-ranging displacements of populations. It will ultimately affect the global economy, paths of development and international security. The Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Paris in 2015, adopted the Paris Agreement that will be implemented as of 2020. The Organization will

continue to work with the membership to provide appropriate support for the implementation of outcomes.

10. Food security is a main driver for achieving economic growth and enabling sustainable development. The United Nations will continue to support countries as they address the full range of food security dimensions, such as immediate food assistance, nutrition, social protection and safety nets, support to smallholder farmer food production, trade and market access and sustainable management of natural resources.

11. In approaching economic sustainability and development challenges, the United Nations will continue to take into account population growth or decline, shifts in the population age structure, urbanization and international migration. Significant changes in these four areas are expected over the next two decades. Rapid population growth in some countries or regions will put tremendous pressure on natural resources and social institutions. Population ageing, although it is a sign of demographic success, will change the sustainability of pension and health-care systems in developed countries, and increasingly in developing countries as well. Population movements, both into cities and across international borders, offer opportunities for development while also posing several challenges. In the period 2018-2019, the United Nations system will continue to work in close coordination with Member States and other relevant stakeholders to address these issues in the context of the Programme of Action of the 1994 International Conference on Population and Development, as well as subsequent international agreements on population matters such as the 2013 High-level Dialogue on International Migration and Development.

12. The United Nations will continue to support capacity development of the least developed countries, in accordance with the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the outcome of the 10-year review of the Almaty Programme of Action for Landlocked Developing Countries, and the SIDS Accelerated Modalities of Action (SAMOA) Pathway.

13. In line with resolutions 66/207, 67/216 and 68/239, the third United Nations Conference on Housing and Sustainable Urban Development (Habitat III) is scheduled to be held in 2016, to reinvigorate the global commitment to sustainable urbanization that should focus on the implementation of a "new urban agenda", which should build on the Habitat Agenda adopted at the United Nations Conference on Human Settlements, held in Istanbul, Turkey, in 1996 (Habitat II); the Declaration on Cities and Other Human Settlements in the New Millennium, adopted by the General Assembly in 2001 (resolution S-25/2); and the relevant internationally agreed development goals. In the period 2018-2019, the United Nations will implement relevant provisions of the approved six-year strategic plan of United Nations Human Settlements Programme (UN-Habitat) for the period 2014-2019, the outcome of Habitat III, as well as relevant mandates agreed in the context of the 2030 Agenda for Sustainable Development and the Paris Agreement under the United Nations Framework Convention on Climate Change.

Maintenance of international peace and security

14. The promotion of international peace and security will remain at the core of the work of the United Nations in the period 2018-2019. The persistence of conflicts, protracted as well as newly emerging, and new sources of insecurity pose

challenges to which the United Nations ought to respond. The absence of peace and the persistence and exacerbation of armed conflicts have devastating effects on civilian populations, drastically undermining the development efforts of countries.

15. The prevention of conflict is the most cost-effective way of maintaining peace and security. Ensuring that the United Nations has an effective platform for preventive diplomacy and is able to quickly and easily deploy its good offices in the prevention and resolution of disputes between and within nations is critical. Continued investment and attention to developing this dimension of the Organization's work will be necessary in the period 2018-2019.

16. The need for the Organization to provide peacekeeping support to many areas of the world continues to be critical in meeting the demand of increasingly complex operations that effectively contribute to advance the political reconciliation process and protection of civilians. In addition to the continued implementation of peacekeeping reform measures adopted in previous bienniums, the United Nations will augment its capacities through continued efforts to strengthen peace operations and implementation of guidance from Member States in response to the recommendations of the High-level Panel on Peace Operations (A/70/95) and the agenda set forth in the report of the Secretary-General entitled "The future of peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations" (A/70/357).

17. While conflict prevention and peacekeeping are critical, it is equally important to ensure that societies emerging from conflict do not relapse. In the period 2018-2019, the Organization will work towards an integrated and coherent approach among relevant political, security, development and human rights actors within and outside of the United Nations system, including the Peacebuilding Commission, in efforts to reduce the risk of an outbreak, recurrence or continuation of violent conflict by garnering international support for peacebuilding priorities, strategies and activities that are nationally owned and led and by implementing the recommendations emanating from the review of the peacebuilding architecture that was concluded in early 2016.

18. The security environment for United Nations personnel has continued to deteriorate in many locations. United Nations personnel have been exposed to increased diverse threats, including overt targeted asymmetric attacks by extremist groups. Despite those threats, the Organization will continue its critical activities, including in ongoing crises and in areas of high risk. In the face of increasing demands on the United Nations in the period 2018-2019, the security and safety of United Nations personnel must be ensured in order to facilitate peacekeeping, humanitarian and development operations worldwide, in particular, in ongoing crises or areas where the populations need assistance from the United Nations.

19. Peace and security are key to creating an environment in which economic recovery can flourish. In order to forward Africa's core development goals, the United Nations will need to enhance its support to strengthening security in Africa through close support to, and partnership with, the African Union and by establishing close collaborative relations with regional and subregional organizations.

Development of Africa

20. Africa will remain a key area of focus for the United Nations in the period 2018-2019. While Africa continues to experience strong overall economic growth, and even though the absolute number of people in the region living in extreme poverty seems to be declining, inequalities persist: unemployment remains high, and armed conflicts undermine development prospects in several subregions. Demographic shifts on the continent are leading to an increasingly "young" population, which will require that the United Nations support Governments in the development of policies and practices that will provide young people with better opportunities for education, training, skills and jobs.

21. The Organization will continue to work closely with the African Union and its New Partnership for Africa's Development programme and its long-term development vision, as encapsulated in "Agenda 2063" and its first 10-year implementation plan, and the Millennium Development Goals Africa Steering Group to drive the momentum forward on the African development agenda and lay the foundation for durable peace and sustainable development in Africa. It will support implementation of the 2030 Agenda for Sustainable Development and the sustainable development goals, taking into account Africa's priorities and concerns. It will also support the follow-up implementation of the outcome of the Conference on Sustainable Development related to Africa. The United Nations will partner with Governments and other stakeholders in development, including private sector and civil society organizations, to support the implementation of initiatives that boost financing for development in several areas, including on sustainable forest management, and to promote and strengthen the engagement of citizens in processes related to governance and public administration.

Promotion of human rights, justice and international law

22. The United Nations will continue to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Vienna Declaration and Programme of Action of 1993, the 2000 United Nations Millennium Declaration, the 2005 World Summit Outcome and the 2030 Agenda for Sustainable Development, at which the Heads of State and Government acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system. While there has been important growing convergence globally regarding respect for international law, international human rights standards and support for justice, the United Nations will strengthen engagement with Member States in the period 2018-2019 to promote and protect the effective enjoyment of human rights by all. The Organization will continue to engage with Member States to facilitate and support the achievement by the Human Rights Council of its mandate and to promote progress towards universal ratification of international human rights treaties and the Rome Statute of the International Criminal Court.

23. Establishing and upholding normative standards as they relate to human rights and justice and advancing international law are core to the mission and mandate of the United Nations. The Organization will continue to work towards combating impunity for international crimes, strengthening the international criminal justice system with the International Criminal Court as its centrepiece, and supporting and enhancing capacity-building measures to strengthen national justice systems.

24. Emphasis will continue to be placed on human rights on international and national agendas, combating poverty and countering discrimination, advancing the rights of children and women, raising awareness of human rights at all levels of education, responding to the needs of the vulnerable for protection, and raising awareness of and addressing situations of international concern, in particular gross and systematic violations of human rights.

Effective coordination of humanitarian assistance efforts

25. The demand for humanitarian assistance is unlikely to decrease in the period 2018-2019. Over the past 10 years, funding requirements for humanitarian operations have increased six-fold, from $3.4 billion in 2004 to $19.5 billion in 2015, with inter-agency appeals now typically targeting 70 million to 80 million people, compared with 30 million to 40 million 10 years ago. Conflicts and political and social crises will continue to result in humanitarian needs since they affect the most vulnerable. While conflicts are predominantly intra-State, the number of people displaced by them has steadily increased, reaching 60 million in 2016, the highest levels since the end of the Second World War. On the disaster front, natural catastrophes are taking a hard toll on many nations, affecting, in particular, the most vulnerable groups. Demand for United Nations support is likely to continue to increase as the incidence of certain types of natural disasters (e.g., hurricanes, typhoons, floods and drought) rises, catalysed by new weather patterns associated with climate change. In the past 10 years, the most significant increase in the number of disasters and the number of people affected took place in sub-Saharan Africa and in Asia. The Organization will thus need to strengthen its efforts to promote effective disaster risk reduction strategies that will limit the exposure and vulnerability of communities and build the resilience of nations and communities to natural hazards.

26. In the period 2018-2019, the United Nations will also have to continue to find ways to address a range of relatively new challenges that are undermining its efforts to provide effective assistance to populations requiring humanitarian support. Such challenges include increasing accessibility problems, unsafe operating environments and decreasing respect for United Nations immunity in the field. The Organization will also need to develop its policies for dealing with constant, prolonged and protracted crises in which populations require longer-term support. The multiplier effect of one global crisis after another on populations, coupled with a growing range of national, regional and international actors who are eager to provide assistance to populations in need, suggests the importance for the United Nations of drawing upon regional and national capacities to prepare for and respond to crises requiring humanitarian support. It also suggests an even greater role for the United Nations in coordinating multiple external actors.

Disarmament

27. As in the past biennium, sustained attention will be dedicated to disarmament and non-proliferation, including weapons of mass destruction, in particular nuclear weapons, owing to their destructive power and existential threat to humanity. Against that background, the United Nations will continue to advocate for specific steps, aiming to facilitate multilateral negotiations on nuclear disarmament and the strengthening of the international nuclear non-proliferation regime. It will also continue its efforts to have more States accede to the Arms Trade Treaty and its

efforts to combat the illicit trafficking in small arms and light weapons, which undermines the security of individuals, countries and regions that can least afford it.

28. The United Nations will continue its efforts to promote the universalization of and implementation of multilateral disarmament, non-proliferation and arms control instruments and to assist Member States in increasing understanding of the relationship between disarmament and development, and in promoting regional approaches to disarmament and non-proliferation in all its aspects through dialogue and confidence-building. It will continue to support relevant disarmament bodies and will be a source of impartial and factual information on disarmament and security-related matters, while expanding its educational outreach programmes and training and advisory services.

Drug control, crime prevention and combating international terrorism in all its forms and manifestations

29. In the period 2018-2019, the United Nations will need to further strengthen and increase its engagement with the interconnected problems of drug use, illicit drug trafficking, trafficking in human beings and firearms, and transnational crime, corruption and terrorism, with attention paid to the growing threats of international crime and terrorism. This is a common and shared responsibility that must be addressed in a multilateral setting, and it requires an integrated and balanced approach.

30. The threat to international peace and security posed by acts of terror is increasing. The United Nations is uniquely placed to combat terrorism. Implementation by all stakeholders of the United Nations Global Counter-Terrorism Strategy and the resolutions relating to its successive biennial reviews, remains a shared objective of the global community. In the period 2018-2019, the Organization will need to strengthen its efforts to further the work on the comprehensive convention on international terrorism.

31. Drugs and crime have a profound and negative impact on sustainable and equitable development, peace and security and the rule of law. The Organization, in particular through the United Nations Office on Drugs and Crime, will address the challenges in a holistic and balanced approach, working closely with all the relevant stakeholders. In particular, the Office will assist Member States in implementing the recommendations emanating from the special sessions of the General Assembly and preparing for the 2019 review of the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem.

32. Cybercrime — and cyberenabled crime — continues to evolve at a steady pace. The United Nations will need to effectively address these global challenges.

Effective functioning of the Organization

33. The implementation of the enterprise resource planning project (Umoja) by the United Nations is an example of how the Organization is striving to continuously improve the way in which it does business. Efforts will continue to build a flexible and mobile workforce for the twenty-first century. The Organization's increasingly complex mandates require a multi-skilled and versatile workforce that is able to function across disciplines with a variety of partners.

34. Accountability is the cornerstone upon which an effective and trustworthy organization is built. The Secretary-General has steadily implemented many initiatives and strengthened existing processes to promote a culture of accountability in the Secretariat, including enterprise risk management, results-based management, institutional and personal accountability measures, International Public Sector Accounting Standards, and increased training and dialogue around ethical behaviour and norms. Efforts will continue to improve internal control mechanisms and to create a more accountable Organization in line with General Assembly resolutions 64/259, 66/257, 67/253, 68/264 and 69/272.

III. Priorities for the period 2018-2019

35. It is recalled that for the periods 1998-2001, 2002-2005, 2006-2007, 2008-2009, 2010-2011, 2012-2013, 2014-2015 and 2016-2017, the General Assembly identified eight priority areas, which covered the bulk of the substantive activities of the Organization. Since the conditions that led to those priorities persist, the Assembly may wish to consider reaffirming or amending, as appropriate, the following priorities for the period 2018-2019, namely:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

IV. Structure and format

36. The strategic framework comprises two parts: part one, which contains the plan outline; and part two, which contains the biennial programme plan. The plan covers 28 programmes, each of which corresponds to the work carried out by an organizational entity, usually at the departmental level (congruent with the relevant section of the programme budget) and is subdivided into a number of subprogrammes. The subprogrammes, in turn, correspond to an organizational entity, generally at the level of a division.

37. The presentation of each programme of the biennial plan in part two includes: (a) the overall orientation, reflecting the raison d'être of the programme as a whole, changes as a result of the programme's intervention and the anticipated benefits for its end users; (b) the subprogrammes; and (c) a list of legislative mandates. Each subprogramme follows the results-based methodology with respect to the use of the

logical framework, reflecting the following elements: the objective of the Organization; the expected accomplishments of the Secretariat; and the indicators of achievement, all of which will form the basis of the forthcoming proposed programme budget. Each subprogramme includes the strategy to be employed for contributing to the expected accomplishments.

38. In paragraph 5 of its resolution 70/8, the General Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination on proposals to improve the implementation of results-based budgeting. In paragraph 85 of its report (A/70/16), the Committee recalled paragraph 33 of its report on its fifty-third session (A/68/16) and stressed in that regard the need for continued improvement in the formulation of objectives of the Organization, expected accomplishments of the Secretariat and indicators of achievement with the full involvement of the relevant intergovernmental bodies, and recommended that the Assembly should request the Secretary-General to take forward specific and concrete measures to revise the logical frameworks and improve them, to the extent possible, so as to more clearly indicate the impact of the activities implemented, in preparation for the proposed strategic framework for the period 2018-2019. In paragraph 82 of the same report, the Committee recommended that the Assembly should request the Secretary-General to ensure that the expected accomplishments and, where possible, the indicators of achievement, measured achievements in the implementation of the programmes of the Organization and not those of individual Member States. The Secretariat worked in a coordinated manner to improve the formulation of all elements of the logical frameworks in line with the request of the Assembly. This was achieved by conducting a series of working sessions with all senior programme managers, during which programme managers were requested to prepare their proposals in such a way as to indicate more clearly the impact of the activities implemented and, to the extent possible, to ensure that the expected accomplishments and, where possible, the indicators of achievement, measured achievements in the implementation of programmes of the Organization and not those of individual Member States.

39. The refinements made to the logical frameworks are intended to improve accountability in line with General Assembly resolutions 64/259, 66/257, 67/253, 68/264 and 69/272, wherein the Assembly decided, inter alia, that accountability included achieving objectives and high-quality results in a timely and cost-effective manner and fully implementing and delivering on all mandates to the Secretariat as approved by United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards, and to ensure a fully results-oriented Organization.

40. The preparation of the biennial programme plan involves not only the participation of all departments but also the review by relevant specialized intergovernmental bodies of the programmes falling within their sphere of competence. Recommendations by those bodies for modifications to the proposed biennial programme plan are incorporated when available. In cases where it has not been possible to incorporate changes owing to the scheduling of meetings, the recommendations of those intergovernmental bodies are made available to the Committee for Programme and Coordination at the time of its review.

A. Objective of the Organization

41. The objective is expressed at the level of the Organization as a whole (Member States and Secretariat), rather than at the level of either intergovernmental or Secretariat action only. In other words, the objective reflects what the subprogramme intends to help to achieve, not what is planned to be done by the entity responsible for implementing it. For example, an objective of the Organization as a whole might be "to ensure international peace and security through prevention, control and resolution of conflicts by peaceful means", but not "to monitor and analyse situations of potential conflict", which constitutes activities carried out by the Department of Political Affairs. The objective, in terms of the logical framework for programme design, refers to an overall desired achievement involving a process of change and is aimed at meeting certain needs of identified end users within a given period of time.

42. Efforts have been made to provide a clearer picture of the desired achievement towards which each subprogramme is intended to contribute to meet the needs of its beneficiaries. In some cases the objective of the programme was standardized across subprogrammes whose work supported the one objective. The objectives stated in the biennial programme plan are not limited to a two-year period.

B. Expected accomplishments of the Secretariat

43. Expected accomplishments are intended to reflect the consequence of the activities to be undertaken and the products and services to be delivered by the Secretariat within a two-year period, which will lead to the fulfilment of a certain objective. Expected accomplishments show benefits to end users, expressed as a quantitative or qualitative standard, value or rate, and it is therefore incumbent upon programme managers to pay particular attention to the many categories of targeted beneficiaries. Expected accomplishments, when they occur, contribute to the fulfilment of the objective. In other words, in terms of the hierarchy of programme design, expected accomplishments appear at a lower level than the objective.

44. While the attainment of expected accomplishments of the Secretariat cannot be attributed exclusively to the Secretariat, as other stakeholders also contribute to the expected accomplishments, it is nevertheless plausible to claim that the activities undertaken and the outputs and services delivered by the Secretariat — when properly designed and effectively implemented — contribute to those results. This claim can be further justified by the fact that programme managers, at the budget preparation stage, are required to determine the nature and scope of outputs within their respective mandates that would most effectively contribute to the expected accomplishments that are reflected in the biennial programme plan.

C. Indicators of achievement

45. Indicators of achievement measure the extent to which the objectives or expected accomplishments have been achieved. Working sessions with programme managers focused on testing the impact orientation, measurability and the linkages between selected indicators of achievement and the expected accomplishments.

Although the performance measures do not appear in the biennial programme plan, they will be included in the forthcoming proposed programme budget.

D. Strategy

46. The strategy reflects the approach to be taken within the two-year period to meet the needs of intended beneficiaries and to effectively contribute to the achievement of expected accomplishments.

E. Legislative mandates

47. Legislative mandates, which are listed at the end of each programme, are addressed to Governments, intergovernmental bodies, United Nations organizations and other entities, as well as to the Secretary-General. There are general mandates that provide the overall orientation of programmes and subprogrammes and there are specific mandates that require the Secretary-General to undertake a particular activity or to deliver a specific output.

Annex

Entities responsible for each subprogramme

Programme	*Description*	*Entities*
1.	General Assembly and Economic and Social Council affairs and conference management	Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi
	A. Conference management, New York	
	Subprogramme 1. General Assembly and Economic and Social Council affairs	General Assembly and Economic and Social Council Affairs Division
	Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Division
	Subprogramme 3. Documentation services	Documentation Division
	Subprogramme 4. Meetings and publishing services	Meetings and Publishing Division
	B. Conference management, Geneva	
	Subprogramme 2. Planning and coordination of conference services	Central Planning and Coordination Service
	Subprogramme 3. Documentation services	Languages Service
	Subprogramme 4. Meetings and publishing services	Interpretation Service and the Production and Support Service
	C. Conference management, Vienna	
	Subprogramme 2. Planning and coordination of conference services	Planning, Coordination and Meetings Section
	Subprogramme 3. Documentation services	Documents Management Unit
	Subprogramme 4. Meetings and publishing services	Interpretation Section, Electronic Publishing Unit and Reproduction and Distribution Unit
	D. Conference management, Nairobi	
	Subprogramme 2. Planning and coordination of conference services	Planning and Coordination Section
	Subprogramme 3. Documentation services	Translation and Editorial Section
	Subprogramme 4. Meetings and publishing services	Interpretation and Publishing Section

Programme	*Description*	*Entities*
2.	Political affairs	Department of Political Affairs
	Subprogramme 1. Prevention, management and resolution of conflicts	Regional divisions
	Subprogramme 2. Policy and Mediation Support	Policy and Mediation Division
	Subprogramme 3. Electoral assistance	Electoral Assistance Division
	Subprogramme 4. Security Council affairs	Security Council Affairs Division
	Subprogramme 5. Decolonization	Decolonization Unit
	Subprogramme 6. Question of Palestine	Division for Palestinian Rights
	Subprogramme 7. Counter-Terrorism Implementation Task Force	Counter-Terrorism Implementation Task Force Office
	Subprogramme 8. Office of the United Nations Special Coordinator for the Middle East Peace Process	Office of the United Nations Special Coordinator for the Middle East Peace Process
	Subprogramme 9. Peacebuilding Support Office	Peacebuilding Support Office
	Subprogramme 10. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	Office of the United Nations Register of Damage
	Subprogramme 11. United Nations Office to the African Union	United Nations Office to the African Union
3.	Disarmament	Office for Disarmament Affairs
	Subprogramme 1. Multilateral negotiations on arms limitation and disarmament	Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva
	Subprogramme 2. Weapons of mass destruction	Weapons of Mass Destruction Branch
	Subprogramme 3. Conventional arms (including practical disarmament measures)	Conventional Arms Branch
	Subprogramme 4. Information and outreach	Information and Outreach Branch
	Subprogramme 5. Regional disarmament	Regional Disarmament Branch
4.	Peacekeeping operations	Department of Peacekeeping Operations and Department of Field Support
	A. Peacekeeping operations	

Programme	*Description*	*Entities*
	Subprogramme 1. Operations	Office of Operations
	Subprogramme 2. Military	Office of Military Affairs
	Subprogramme 3. Rule of law and security institutions	Office of Rule of Law and Security Institutions
	Subprogramme 4. Policy, evaluation and training	Policy, Evaluation and Training Division
	Subprogramme 5. Field administrative support	Field Personnel Division: Office of the Director; Field Personnel Operations Service; and Field Personnel Specialist Support Service
	Subprogramme 6. Integrated support services	Logistics Support Division and Information and Communications Technology Division
	B. Peacekeeping missions	
	1. United Nations Truce Supervision Organization	United Nations Truce Supervision Organization
	2. United Nations Military Observer Group in India and Pakistan	United Nations Military Observer Group in India and Pakistan
5.	Peaceful uses of outer space	Office for Outer Space Affairs
6.	Legal affairs	Office of Legal Affairs
	Subprogramme 1. Provision of legal services to the United Nations system as a whole	Office of the Legal Counsel
	Subprogramme 2. General legal services provided to United Nations organs and programmes	General Legal Division
	Subprogramme 3. Progressive development and codification of international law	Codification Division
	Subprogramme 4. Law of the sea and ocean affairs	Division for Ocean Affairs and the Law of the Sea
	Subprogramme 5. Progressive harmonization, modernization and unification of the law of international trade	International Trade Law Division
	Subprogramme 6. Custody, registration and publication of treaties	Treaty Section
7.	Economic and social affairs	Department of Economic and Social Affairs
	Subprogramme 1. Economic and Social Council support and coordination	Office for Economic and Social Council Support and Coordination

Programme	*Description*	*Entities*
	Subprogramme 2. Social policy and development	Division for Social Policy and Development
	Subprogramme 3. Sustainable development	Division for Sustainable Development
	Subprogramme 4. Statistics	Statistics Division
	Subprogramme 5. Population	Population Division
	Subprogramme 6. Development policy and analysis	Development Policy and Analysis Division
	Subprogramme 7. Public administration and development management	Division for Public Administration and Development Management
	Subprogramme 8. Sustainable forest management	Secretariat of the United Nations Forum on Forests
	Subprogramme 9. Financing for development	Financing for Development Office
8.	Least developed countries, landlocked developing countries and small island developing States	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
	Subprogramme 1. Least developed countries	Least Developed Countries Unit
	Subprogramme 2. Landlocked developing countries	Landlocked Developing Countries Unit
	Subprogramme 3. Small island developing States	Small Island Developing States Unit
9.	United Nations support for the New Partnership for Africa's Development	Office of the Special Adviser on Africa
	Subprogramme 1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	Office of the Special Adviser on Africa
	Subprogramme 2. Regional coordination of and support for the New Partnership for Africa's Development	Economic Commission for Africa
	Subprogramme 3. Public information and awareness activities in support of the New Partnership for Africa's Development	Department of Public Information
10.	Trade and development	United Nations Conference on Trade and Development
	Subprogramme 1. Globalization, interdependence and development	Division on Globalization and Development Strategies
	Subprogramme 2. Investment and enterprise	Division on Investment and Enterprise

Programme	*Description*	*Entities*
	Subprogramme 3. International trade	Division on International Trade in Goods and Services and Commodities
	Component 1. International trade in goods and services	Division on International Trade in Goods and Services and Commodities
	Component 2. Commodities	Special Unit on Commodities
	Subprogramme 4. Technology and logistics	Division on Technology and Logistics
	Subprogramme 5. Africa, least developed countries and special programmes	Division for Africa, Least Developed Countries and Special Programmes
	Subprogramme 6. Operational aspects of trade promotion and export development	International Trade Centre
11.	Environment	United Nations Environment Programme
	Subprogramme 1. Climate change	Division of Technology, Industry and Economics
	Subprogramme 2. Resilience to disasters and conflicts	Division of Environmental Policy Implementation
	Subprogramme 3. Healthy and productive ecosystems	Division of Environmental Policy Implementation
	Subprogramme 4. Environmental governance	Division of Environmental Law and Conventions
	Subprogramme 5. Chemicals, waste and air quality	Division of Technology, Industry and Economics
	Subprogramme 6. Resource efficiency	Division of Technology, Industry and Economics
	Subprogramme 7. Environment under review	Division of Early Warning and Assessment
12.	Human settlements	United Nations Human Settlements Programme
	Subprogramme 1. Urban legislation, land and governance	Urban Legislation, Land and Governance Branch
	Subprogramme 2. Urban planning and design	Urban Planning and Design Branch
	Subprogramme 3. Urban economy and municipal finance	Urban Economy Branch
	Subprogramme 4. Urban basic services	Urban Basics Services Branch
	Subprogramme 5. Housing and slum upgrading	Housing and Slum Upgrading Branch
	Subprogramme 6. Risk reduction and rehabilitation	Risk Reduction and Rehabilitation Branch
	Subprogramme 7. Urban research and capacity development	Research and Capacity Development Branch

Programme	*Description*	*Entities*
13.	International drug control, crime and terrorism prevention and criminal justice	United Nations Office on Drugs and Crime
	Subprogramme 1. Countering transnational organized crime	Division for Treaty Affairs and Division for Operations
	Subprogramme 2. A comprehensive and balanced approach to counter the world drug problem	Division for Operations and Division for Treaty Affairs
	Subprogramme 3. Countering corruption	Division for Treaty Affairs
	Subprogramme 4. Terrorism prevention	Division for Treaty Affairs
	Subprogramme 5. Justice	Division for Operations
	Subprogramme 6. Research, trend analysis and forensics	Division for Policy Analysis and Public Affairs
	Subprogramme 7. Policy support	Division for Policy Analysis and Public Affairs
	Subprogramme 8. Technical cooperation and field support	Division for Operations
	Subprogramme 9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies and the International Narcotics Control Board	Division of Treaty Affairs
14.	Gender equality and empowerment of women	United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)
	Subprogramme 1. Intergovernmental support, coordination and strategic partnerships	Intergovernmental Support, Coordination and Strategic Partnerships Bureau
	Subprogramme 2. Policy and programme activities	Policy and Programme Bureau
15.	Economic and social development in Africa	Economic Commission for Africa
	Subprogramme 1. Macroeconomic policy	Macroeconomic Policy Division
	Subprogramme 2. Regional integration and trade	Regional Integration and Trade Division
	Subprogramme 3. Innovations, technologies and management of Africa's natural resources	Special Initiatives Division
	Subprogramme 4. Statistics	African Centre for Statistics
	Subprogramme 5. Capacity development	Capacity Development Division
	Subprogramme 6. Gender and women in development	African Centre for Gender

Programme	*Description*	*Entities*
	Subprogramme 7. Subregional activities for development	Office of the Executive Secretary of the Commission
	Component 1. Subregional activities in North Africa	Subregional Office for North Africa (Rabat)
	Component 2. Subregional activities in West Africa	Subregional Office for West Africa (Niamey)
	Component 3. Subregional activities in Central Africa	Subregional Office for Central Africa (Yaoundé)
	Component 4. Subregional activities in East Africa	Subregional Office for East Africa (Kigali)
	Component 5. Subregional activities in Southern Africa	Subregional Office for Southern Africa (Lusaka)
	Subprogramme 8. Development planning and administration	African Institute for Economic Development and Planning
	Subprogramme 9. Social development policy	Social Development Policy Division
16.	Economic and social development in Asia and the Pacific	Economic and Social Commission for Asia and the Pacific
	Subprogramme 1. Macroeconomic policy, poverty reduction and financing for development	Macroeconomic Policy and Financing for Development Division
	Subprogramme 2. Trade, investment and innovation	Trade, Investment and Innovation Division
	Subprogramme 3. Transport	Transport Division
	Subprogramme 4. Environment and development	Environment and Development Division
	Subprogramme 5. Information and communications technology and disaster risk reduction and management	Information and Communications Technology and Disaster Risk Reduction Division
	Subprogramme 6. Social development	Social Development Division
	Subprogramme 7. Statistics	Statistics Division
	Subprogramme 8. Subregional activities for development	Office of the Executive Secretary
	Component 1. Subregional activities for development in the Pacific	Subregional office for the Pacific
	Component 2. Subregional activities for development in East and North-East Asia	Subregional office for East and North-East Asia

Programme	*Description*	*Entities*
	Component 3. Subregional activities for development in North and Central Asia	Subregional office for North and Central Asia
	Component 4. Subregional activities for development in South and South-West Asia	Subregional office for South and South-West Asia
	Component 5. Subregional activities for development in South-East Asia	Subregional office for South-East Asia
	Subprogramme 9. Energy	Energy Division
17.	Economic development in Europe	Economic Commission for Europe
	Subprogramme 1. Environment	Environment Division
	Subprogramme 2. Transport	Sustainable Transport Division
	Subprogramme 3. Statistics	Statistical Division
	Subprogramme 4. Economic cooperation and integration	Economic Cooperation and Trade Division
	Subprogramme 5. Sustainable energy	Sustainable Energy Division
	Subprogramme 6. Trade	Economic Cooperation and Trade Division
	Subprogramme 7. Forestry and timber	Forests, Land and Housing Division
	Subprogramme 8. Housing, land management and population	Statistical Division and Forests, Land and Housing Division
18.	Economic and social development in Latin America and the Caribbean	Economic Commission for Latin America and the Caribbean
	Subprogramme 1. Linkages with the global economy, regional integration and cooperation	International Trade and Integration Division
	Subprogramme 2. Production and innovation	Division of Production, Productivity and Management
	Subprogramme 3. Macroeconomic policies and growth	Economic Development Division and Financing for Development Unit
	Subprogramme 4. Social development and equality	Social Development Division
	Subprogramme 5. Mainstreaming the gender perspective in regional development	Division for Gender Affairs
	Subprogramme 6. Population and development	Latin American and Caribbean Demographic Centre (CELADE) — Population Division
	Subprogramme 7. Sustainable development and human settlements	Sustainable Development and Human Settlements Division

Programme	*Description*	*Entities*
	Subprogramme 8. Natural resources and infrastructure	**Natural Resources and Infrastructure Division**
	Subprogramme 9. Planning of public administration	**Latin American and Caribbean Institute for Economic and Social Planning (ILPES)**
	Subprogramme 10. Statistics	**Statistics Division**
	Subprogramme 11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	**ECLAC subregional headquarters in Mexico**
	Subprogramme 12. Subregional activities in the Caribbean	**Subregional headquarters for the Caribbean**
	Subprogramme 13. Support for regional and subregional integration and cooperation processes and organizations	**Office of the Executive Secretary and the Secretary of the Commission**
19.	**Economic and social development in Western Asia**	**Economic and Social Commission for Western Asia**
	Subprogramme 1. Integrated management of natural resources for sustainable development	**Sustainable Development Policies Division**
	Subprogramme 2. Social development	**Social Development Division**
	Subprogramme 3. Economic development and integration	**Economic Development and Integration Division**
	Subprogramme 4. Technology for development and regional integration	**Technology for Development Division**
	Subprogramme 5. Statistics for evidence-based policymaking	**Statistics Division**
	Subprogramme 6. Advancement of women	**ESCWA Centre for Women**
	Subprogramme 7. Conflict mitigation and development	**Division for Emerging and Conflict-related Issues**
20.	**Human rights**	**Office of the United Nations High Commissioner for Human Rights**
	Subprogramme 1. Human rights mainstreaming, right to development, and research and analysis	**Research and Right to Development Division**
	Subprogramme 2. Supporting human rights treaty bodies	**Human Rights Treaties Division**
	Subprogramme 3. Advisory services, technical cooperation and field activities	**Field Operations and Technical Cooperation Division**

Programme	*Description*	*Entities*
	Subprogramme 4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	**Human Rights Council and Special Procedures Division**
21.	**International protection, durable solutions and assistance to refugees**	**Office of the United Nations High Commissioner for Refugees**
22.	**Palestine refugees**	**United Nations Relief and Works Agency for Palestine Refugees in the Near East**
	Subprogramme 1. Palestine refugee rights under international law are protected and promoted	
	Subprogramme 2. Palestine refugee health is protected and disease burden is reduced	
	Subprogramme 3. School-age children complete quality, equitable and inclusive basic education	
	Subprogramme 4. Palestine refugee capabilities are strengthened for increased livelihood opportunities	
	Subprogramme 5. Palestine refugees are able to meet their basic human needs of food, shelter and environmental health	
23.	**Humanitarian assistance**	**Office for the Coordination of Humanitarian Affairs**
	Subprogramme 1. Policy and analysis	**Policy Development and Studies Branch in New York**
	Subprogramme 2. Coordination of humanitarian action and emergency response	**Coordination and Response Division and the Central Emergency Response Fund secretariat and the Funding Coordination Section in New York and the Programme Support Branch and Partnerships and Resource Mobilization Branch in Geneva**
	Subprogramme 3. Natural disaster risk reduction	**International Strategy for Disaster Reduction and its secretariat**
	Subprogramme 4. Emergency support services	**Emergency Services Branch in Geneva**
	Subprogramme 5. Humanitarian emergency information and advocacy	**Communications Services Branch and Information Services Branch**

Programme	*Description*	*Entities*
24.	Public information	Department of Public Information
	Subprogramme 1. Strategic communications services	Strategic Communications Division
	Subprogramme 2. News services	News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres
	Subprogramme 3. Outreach and knowledge services	Outreach Division
25.	Management and support services	Department of Management and administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi
	A. Headquarters	
	Subprogramme 1. Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	Office of the Under-Secretary-General for Management; secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination
	Subprogramme 2. Programme planning, budget and accounts	Office of Programme Planning, Budget and Accounts
	Subprogramme 3. Human resources management	Office of Human Resources Management
	Subprogramme 4. Support services	Office of Central Support Services
	Subprogramme 5. Information and communications technology strategic management and coordination	Office of Information and Communications Technology
	Subprogramme 6. Information and communications technology operations	Office of Information and Communications Technology
	B. United Nations Office at Geneva	
	Subprogramme 2. Programme planning, budget and accounts (Geneva)	Financial Resources Management Service
	Subprogramme 3. Human resources management (Geneva)	Human Resources Management Service
	Subprogramme 4. Support services (Geneva)	Central Support Services

Programme	*Description*	*Entities*
	Subprogramme 6. Information and communications technology operations (Geneva)	Information and Communication Technology Service
	Subprogramme 7. Library services (Geneva)	Library Services, United Nations Office at Geneva
	C. United Nations Office at Vienna	
	Subprogramme 2. Programme planning, budget and accounts (Vienna)	Financial Resources Management Service
	Subprogramme 3. Human resources management (Vienna)	Human Resources Management Service
	Subprogramme 4. Support services (Vienna)	General Support Services and Library Services of the Division for Management
	Subprogramme 6. Information and communications technology operations (Vienna)	Information Technology Service
	D. United Nations Office at Nairobi	
	Subprogramme 2. Programme planning, budget and accounts (Nairobi)	Financial Resources Management Service
	Subprogramme 3. Human resources management (Nairobi)	Human Resources Management Service
	Subprogramme 4. Support services (Nairobi)	Central Support Services
	Subprogramme 6. Information and communications technology operations (Nairobi)	Information and Communications Technology Service of the Division of Administrative Services
26.	Internal oversight	Office of Internal Oversight Services
	Subprogramme 1. Internal audit	Internal Audit Division
	Subprogramme 2. Inspection and evaluation	Inspection and Evaluation Division
	Subprogramme 3. Investigations	Investigations Division
27.	Jointly financed activities	
	A. International Civil Service Commission	International Civil Service Commission
	B. Joint Inspection Unit	Joint Inspection Unit
	C. United Nations System Chief Executives Board for Coordination	United Nations System Chief Executives Board for Coordination

Programme	*Description*	*Entities*
28.	Safety and security	Department of Safety and Security
	Subprogramme 1. Security and safety coordination	Division of Headquarters Security and Safety Services
	Subprogramme 2. Regional field operation coordination	Division of Regional Operations
	Subprogramme 3. Field support	Field Support Service